

## Division of Management Services



### Providing administrative/management support to DHSS

#### **ISSUE STATEMENT:**

In an organization of approximately 5,000 staff members, providing services via eleven operating Divisions, with an all-funds budget upwards of \$1.5 billion, an enormous variety of complex functions are performed on a daily basis. Within this complexity is a web of Federal and State laws, regulations and policies which must be followed.

DMS has the responsibility of providing customer-oriented services to staff working within this complex system as they strive to achieve their goals of serving the citizens of Delaware.

#### **GOAL:**

- ◆ Provide leadership and technical assistance to the Divisions so that the mission of the Department is achieved in a cost effective high quality manner, while meeting all the requirements set by Federal and State laws, regulations and policies

#### **KEY OBJECTIVE:**

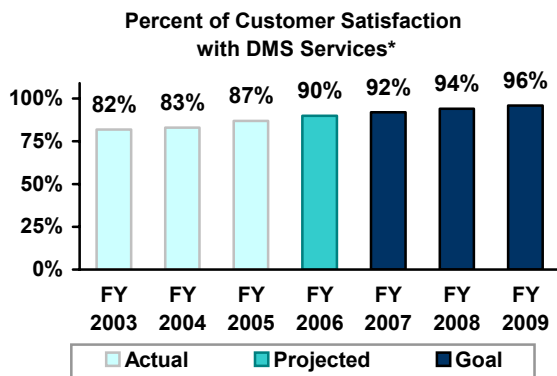
- ◆ To provide meaningful efficient administrative management support to all Divisions within DHSS and achieve a level of at least 92% satisfaction in FY 2007 based on feedback from the Divisions, and a level of 96% satisfaction by FY 2009

#### **STRATEGIC INITIATIVES / ACTIVITIES:**

- Manage audit and recovery services, including: overpayment collections, investigation for possible welfare fraud, and preparation of cases for prosecution
- Oversee department-wide budget and revenue management
- Manage department contract and procurement functions
- Coordinate planning, evaluation, and quality control activities for the Department
- Provide services to the Department's facilities, including maintenance, housekeeping, security, and capital improvements
- Oversee department fiscal functions related to payroll, accounts payable, and grants management
- Perform human resources activities for the Department, including: applicant services, staff development, labor relations, and personnel services
- Support the Department's automation and technology activities, including: applications, data administration, systems development, telecommunications, and network management

## PERFORMANCE MEASURE:

- ◆ Percent of customer satisfaction with DMS Services



\*The FY 2005 survey is in progress; the figure shown is the target.

## MONITORING / EVALUATION PLAN:

- ◆ A web-based questionnaire is distributed via e-mail on an annual basis to obtain feedback from all staff within the Department. Supervisors who have employees without their own computers are urged to allow those individuals to access a computer so that they can respond to the survey. The questionnaire allows for anonymous feedback, and forthrightness is encouraged. Space is available on the form for respondents to provide comments, in addition to rating DMS performance in four categories: timeliness, courtesy, knowledge, and the output or service provided. Results of the survey are used by each member of the Division's Leadership Team to develop corrective action plans to improve DMS services.

*Program Manager: Valencia Beaty, 255-9000*

## Division of Management Services



### Early Intervention System for Infants and Toddlers with Disabilities

#### **ISSUE STATEMENT:**

A statewide Early Intervention program for children ages birth to 3 is provided under the leadership of Delaware Health and Social Services, with actual service delivery managed by Child Development Watch. Children who are diagnosed with a disability or developmental delay require appropriate interventions to maximize their functioning. Early Intervention is designed to provide the medical, social, and educational supports a child with special needs may require and to provide family support and education in order to increase a family's capacity to care for their child.

Early Intervention is funded by a variety of sources, including: Part C of the federal Individuals with Disabilities Education Improvement Act of 2004 (IDEA), Medicaid, State funding, and private sources such as commercial health insurance. Early intervention requires a timely and comprehensive multi-disciplinary evaluation of child and family needs related to enhancing the development of the child, a process which is essential for the planning and initiation of services. There is currently insufficient capacity to provide these evaluations in a timely fashion.

#### **GOAL:**

- ◆ Maintain a comprehensive, interagency early intervention system for infants and toddlers with disabilities and/or developmental delay and their families, meeting the needs of this target population in a fiscally sound manner while complying with all federal and state requirements

#### **KEY OBJECTIVES:**

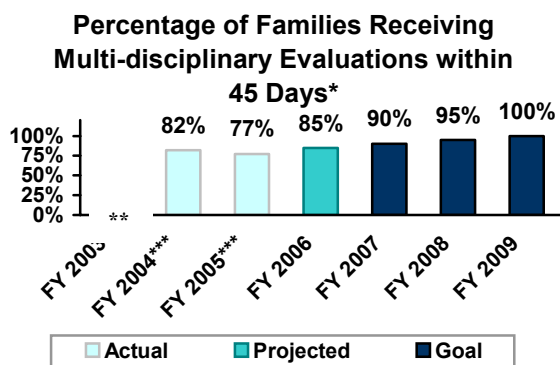
- ◆ To complete multi-disciplinary evaluations, by FY 2009, to 100% of the children who are referred to Child Development Watch within 45 days after the family consents to participate
- ◆ To improve the skills and abilities of the infants/toddlers in this Program, as perceived by their families, evidenced by at least 92% of families responding positively in FY2008 to questions probing their perceptions of the level of improvement

#### **STRATEGIC INITIATIVES / ACTIVITIES:**

- ◆ A coordinated Child Find system with appropriate public awareness activities including a Central Directory of Services and a Parent Portfolio for parents of newborns, and training and outreach to child care providers
- ◆ Multi-disciplinary assessments for each child, service coordination, an individualized family service plan, and access to services that are specified in the plan
- ◆ Exploration of possible funding mechanisms to ensure continued service provision, coordination with Medicaid managed care, and maximization of commercial insurance reimbursements
- ◆ Monitoring, program evaluation, child outcome evaluations, and enhancement of network services and service delivery models

## PERFORMANCE MEASURES:

- ◆ Percentage of families receiving multi-disciplinary evaluations within 45 days

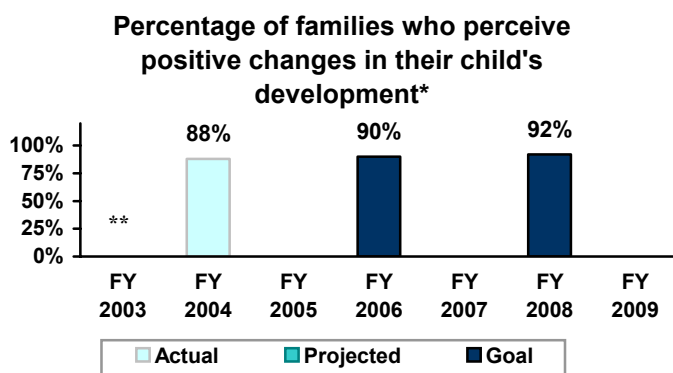


\*Data are based on cases sampled as part of the monitoring process

\*\*No data available for FY 2003

\*\*\*In FY 2004, 122 out of 149 cases monitored received evaluations within 45 days; in FY 2005, the finding was 134 out of 173 cases monitored

- ◆ Percentage of families who perceive positive changes in their child's development



\* Survey conducted every two years

\*\*88% (178 out of the 203 families surveyed) reported positive changes in their child's development

## MONITORING / EVALUATION PLAN:

- ◆ Chart audits conducted annually to ensure compliance with program requirements on the part of Service Coordinators
- ◆ Sample of families surveyed on perception of child's change via family survey evaluations and analysis conducted by an outside contractor

*Program Manager: Rosanne Griff-Cabelli, 255-9135*

## Division of Management Services



### Training Staff for the Challenges of the 21st Century

#### **ISSUE STATEMENT:**

In 1993, Simmons Associates conducted a survey and series of focus groups on the subject of respect and the level of personnel management skills within DHSS. One outcome was the “Matter of Respect” (diversity) training that all DHSS staff received between 1995 and 1997. In the spring of 1997, 1000 DHSS employees were asked to complete a follow-up survey by TechTouch Systems.

TechTouch Systems reported the scores in the 1997 survey were very close to the scores in the 1993 survey. Where they differed, the 1997 scores were slightly lower. All of the averaged scores were at the 2.5 level (on a scale of 1 to 4) which indicates additional staff development work needs to be done to bring the DHSS workplace up to the organization’s performance standards. In particular, a problem with a lack of managerial and supervisory skills was noted.

In 1999, a major customer service initiative was introduced within the Department. All existing line staff received one day of customer service training. Supervisors and managers received an additional day of customer service training to help them better support their staff. This customer service training, in combination with “Respect” training and the DHSS Orientation, are now required courses for all new DHSS employees. This two and one-half day program is offered statewide two to three times a month. In FY 2005, 585 new employees completed orientation.

In addition, in trying to address personal needs within the workplace as well as professional needs, the standard training curriculum has been expanded to offer two new classes, “Stress Management” and “Substance Abuse Awareness.” Training and refresher training, along with opportunities for staff development in a variety of skill areas, must be provided if staff are to support the mission of DHSS. In 2002, DHSS contracted with Sterling Associates to conduct a 360-degree “best management practices” survey of the top 300 managers. Based on the results of this survey, a two-day management training program was initiated for approximately 800 DHSS managers and supervisors. Between May and December of 2004, over 760 employees completed the “Management Makes The Difference” program.

Another way that the Department is addressing staff performance is to require that all managers and supervisors take certain classes. This is intended to bring everyone up to a certain standard and achieve consistency throughout. The required courses are: *Promoting A Positive Workplace* (also known as *Workforce Development*), *Sexual Harassment Prevention*, *Customer Service* (also known as *Service Plus*), *The Hiring Process*, and *The HR-Supervisor Partnership*.

#### **GOALS:**

- ◆ Develop management skills
- ◆ Provide education and resources for the development of job skills
- ◆ Provide education which reflects the Department’s *Management Principles and Beliefs and Principles* while also supporting the Customer Service Initiative

**KEY OBJECTIVE:**

- ◆ To train at least 30% of DHSS managers and supervisors in mandatory classes by the end of FY 2009

**STRATEGIC INITIATIVES:**

- ◆ Provide training that will reinforce and continue to build on the following initiatives:

- *Management Principles* Statement
- *Beliefs and Principles* Statement
- Workforce Development

In 2005, the DHSS Training Unit introduced a new program "Followership and Leadership". Many developmental programs focus on what makes a good leader. This program focuses on how to be a good follower. Two new Outlook Classes ("Task Management" and "Outlook Calendar") were added to the training calendar. Two classes, "Communicating Effectively" and "Payroll Timekeeping," were expanded to full-day programs.

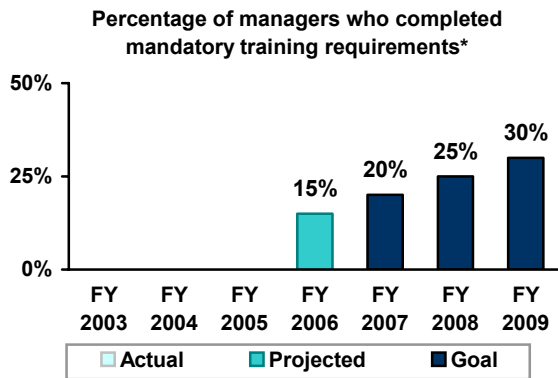
*Let's Make A Difference* – a one-day program for line staff based upon the principles and techniques in "Management Makes The Difference" - was developed. This class premieres in the Fall of 2005.

- Customer Service  
In addition to the mandatory customer service program for new employees, the DHSS Training Unit offers "Give 'em the Pickle" – a two and one-half hour program that provides a unique look at customer service. Under development is a new program directed at telephone customer service - "The Call of the Mummy."
- DHSS Management Certificate Program  
Since the program began in November 1997, 48 employees have graduated. Of those 48 employees, 16 have received promotions.
- Sexual Harassment/Harassment Prevention Refresher  
The DHSS Training Unit has developed a one and one-half hour sexual harassment prevention class to serve as a refresher class.
- Professional Advancement (Blue Collar Job Act, Quality Initiatives)  
The DHSS Training Unit received a total of \$8,400 in Blue Collar grants for training programs for the Physical Plant Maintenance Mechanics staff in FY 2005. A total of 10 employees have received promotions in the career ladder as a result of these programs.

We received \$15,000 from a First State Quality grant to continue the "Management Makes a Difference" program.

## PERFORMANCE MEASURE:

- ◆ Percentage of managers who completed mandatory training requirements



\*Data collection system under development

These numbers will always be fluid; they are impacted by turnover: retirements, vacancies, promotions and new hires

## MONITORING /EVALUATION PLANS:

- ◆ Maintain manual logs for all training attendance and develop electronic data collection system
- ◆ Maintain records of the classes developed and presented for the Management Certificate Program and for professional development outside of the Certificate Program itself
- ◆ Review and analysis of program evaluation forms

*Program Manager: Ollive Shepherd, 255-9055*

## Division of Management Services



Providing efficient comprehensive services to ensure that safe and fully functional facilities are available to serve the customers of DHSS

### **ISSUE STATEMENT:**

DHSS provides services from one end of the state to the other in buildings ranging from those which occupy large campuses and provide twenty-four hour services for residential patients to those where clients drop in, for example, for a one-hour meeting with staff. Many facilities are over 50 years old, with serious maintenance challenges.

### **GOALS:**

- ◆ Improve maintenance and operating efficiencies
- ◆ Manage priorities regarding needs, department-wide, pertaining to buildings and grounds

### **KEY OBJECTIVES:**

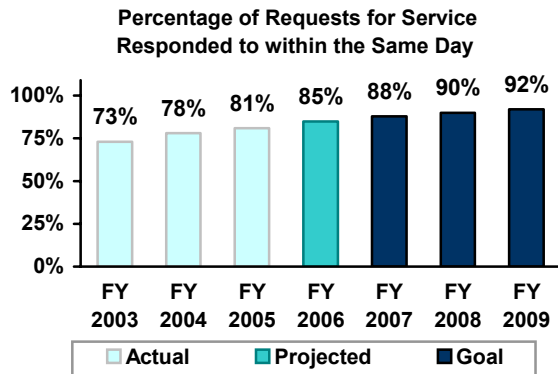
- ◆ In FY 2007, to handle at least 88% of the requests for service per day (which averaged 91 in FY 2005), responding within the same day of receipt of the request (either by making the necessary repair immediately or conferring with the requesting party and identifying materials needed to make the repair), achieving a level of 92% same-day service by FY 2009
- ◆ During FY 2007, to complete at least 90% of scheduled preventive maintenance activities (which totaled 360 in FY 2005), achieving a level of 94% by FY 2009

### **STRATEGIC INITIATIVES / ACTIVITIES:**

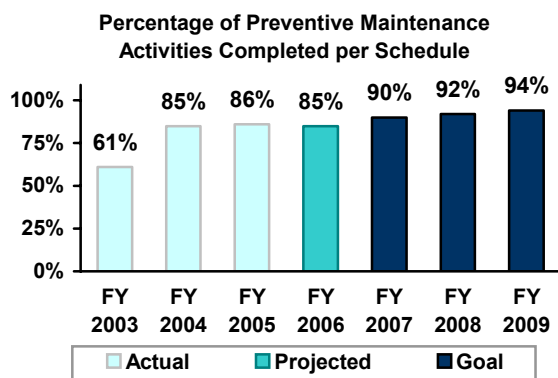
- ◆ Track work orders and prioritize requests for service
- ◆ Maintain a comprehensive preventive maintenance program
- ◆ Manage equipment inventory
- ◆ Identify, prioritize, and manage deferred maintenance and Minor Capital Improvement (MCI) programs on a department-wide basis
- ◆ Complete maintenance and restoration projects addressing critical maintenance, operational, code and licensing issues

### **PERFORMANCE MEASURES:**

- ◆ Percentage of requests for service responded to within the same day



◆ Percentage of preventive maintenance activities completed per schedule



**MONITORING / EVALUATION PLAN:**

- ◆ A computerized maintenance management system is used to track performance levels

*Program Manager: Mike Bundek, 255-9238*